

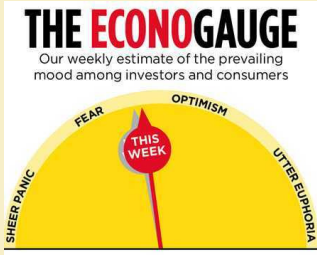
<p>GREENBERG DEVELOPMENT SERVICES</p>	<p>VIRGINIA MAIN STREET ESSENTIALS</p> <p>5. STRENGTHENING YOUR BUSINESS DISTRICT ESTABLISHING A BUSINESS RETENTION PROGRAM</p>
<p>Workshop speaker: Hilary Greenberg</p>	


<p>BUSINESS RETENTION PROGRAM</p>	
<p>CREATE A BUSINESS ENVIRONMENT THAT SUPPORTS AND CULTIVATES INDEPENDENT BUSINESSES</p>	
	


	<p>BUSINESS RETENTION</p>
<p>INCREASING SALES</p>	<p>WHAT IS IMPORTANT TO SMALL BUSINESSES:</p> <ul style="list-style-type: none"> ➤ Attracting more customers from same market niche ➤ Building repeat customer base ➤ Motivating customers to spend more money ➤ Identifying new markets for existing product lines ➤ Adding new product lines to capture wider market range

	<p>BUSINESS RETENTION</p>
<p>REDUCING EXPENSES</p>	<p>WHAT IS IMPORTANT TO SMALL BUSINESSES:</p> <ul style="list-style-type: none"> ➤ Rent ➤ Personnel costs ➤ Utility costs ➤ Product costs ➤ Shipping/transportation costs ➤ Health and other insurance costs

	<p>BUSINESS RETENTION</p>
<p>Improving Overall Operation of Business</p>	<p>WHAT IS IMPORTANT TO SMALL BUSINESSES:</p> <ul style="list-style-type: none"> ➤ Improve customer service ➤ Improve skills and knowledge ➤ Find ways to control expenses and add value ➤ Use internet and social networking ➤ Find ways to motivate staff ➤ Network with other small businesses

<p>WHEN WILL THINGS GET BACK TO NORMAL?</p>	
	

	SMALL BUSINESS IS HURTING
<p>35% of job losses are from small firms compared to 1% in 2001</p>	<ul style="list-style-type: none"> ➤ Cash flow problems ➤ Access to financing ➤ Inventory management ➤ Getting customers to spend ➤ Finding new customers 

	POSITIVE SIGNS?
	<ul style="list-style-type: none"> ➤ Consumer confidence and spending is improving ➤ Corporate spending is slowing rising ➤ Unemployment is leveling off ➤ Stock market is less volatile ➤ Credit crunch is easing

	POSITIVE SIGNS?
<p>8% increase in self employed compared to 2% typical year</p>	<ul style="list-style-type: none"> ➤ Less competition ➤ Support infrastructure in place ➤ Below market rent structure ➤ No labor shortage ➤ Rising gas prices are keeping consumers at home ➤ Downtown organization




	BUSINESS RETENTION
<p>NEW REALITIES</p>	<ul style="list-style-type: none"> ➤ Flat population growth ➤ Volatile economy ➤ Splinter markets ➤ Frustrated customers ➤ Major changes in retail competition ➤ Changes in credit and financing

	BUSINESS RETENTION
	<p>What should an ER committee be doing to help small businesses?</p> <ul style="list-style-type: none"> ➤ Understand issues and concerns of small businesses in district. ➤ Help businesses understand the market. ➤ Develop strategies to encourage identified businesses to grow or expand. ➤ Learn to identify warning signs that signal a business may be considering relocating, retiring or closing. ➤ Develop activities to promote the district and specific business clusters. ➤ Support existing businesses personally.

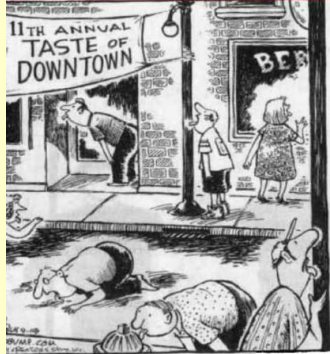
	BUSINESS RETENTION
	<p>Listen</p> <ul style="list-style-type: none"> ➤ Business Owner Survey ➤ Business Visitation Program ➤ Block Captain Visitation Program ➤ Downtown Manager Visits <p>Communicate</p> <ul style="list-style-type: none"> ➤ Mailings, Newsletters, Email blasts/twitter ➤ Breakfast Meetings ➤ Luncheon Speakers ➤ Business After Hours ➤ Open and Staffed Office

	BUSINESS RETENTION
	<p>Develop program around 3 areas:</p> <ul style="list-style-type: none"> ➤ Image Development ➤ Business Assistance ➤ Business District Improvements

	BUSINESS RETENTION
	<p>Image development:</p> <ul style="list-style-type: none"> ➤ Special events ➤ Retail events ➤ Cooperative advertising ➤ Downtown marketing materials ➤ Web site ➤ Downtown Brand/Niche

	BUSINESS RETENTION
Image campaign	<p>DIFFERENTIATE YOUR COW FROM ALL THE OTHERS IN THE FIELD</p> 

	BUSINESS RETENTION
	

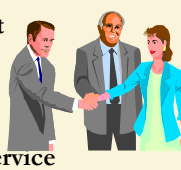
	BUSINESS RETENTION
<p>Special events</p> <p>Look for local partners</p> <p>Promote the experience not just the place</p>	

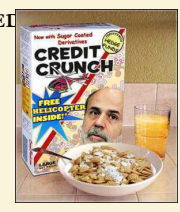
	BUSINESS RETENTION
Retail Promotions	<p>1) SEASONAL</p> <p>2) TARGETED PROMOTIONS</p> <ul style="list-style-type: none"> ➤ By product ➤ By target customer <p>3) GUERRILLA MARKETING</p> <ul style="list-style-type: none"> ➤ In-store events ➤ Grand openings ➤ Cross merchandising 



	BUSINESS RETENTION
MARKET NICHE	COLLEGE STUDENTS
OBJECTIVE	INCREASE WEEKEND NIGHT COLLEGE TRAFFIC
ACTIVITIES	<ul style="list-style-type: none"> ➤ SCHEDULE SERIES OF WEEKEND FREE MUSICAL EVENTS ➤ WORK WITH RESTAURANTS TO PROMOTE DINING DOWNTOWN ➤ PROMOTE RESPONSIBLE DRINKING AND WALKING PROGRAM



	BUSINESS RETENTION
Branding	<ul style="list-style-type: none"> ➤ Brochure ➤ Web site ➤ Banners ➤ Billboard ➤ Newsletter ➤ Signs 

	BUSINESS RETENTION
INFORMATION	<p>BUSINESS ASSISTANCE ACTIVITIES:</p> <ul style="list-style-type: none"> ➤ Workshops, Training, Seminar ➤ Specialists and Consultants ➤ Financial or Technical assistance ➤ Feedback and information

	BUSINESS RETENTION
Typical Technical Assistance	<ul style="list-style-type: none"> ➤ Landlord/tenant arbitration service ➤ Design assistance (interior and exterior) ➤ Sister store mentors ➤ Business specialist ➤ Buying clubs ➤ Workshops ➤ Window display service 

	BUSINESS RETENTION
Financial resources	<ul style="list-style-type: none"> ➤ Federal Funds <ul style="list-style-type: none"> - HUD (BEDI, RHEI) - USDA - SBA (ARC) ➤ Peer-peer loans ➤ Pooled Loans ➤ Tax abatements ➤ Graduated leases 

	BUSINESS RETENTION
BUSINESS DISTRICT IMPROVEMENTS	<p>Develop projects to improve overall functioning of district and create more positive environment:</p> <ul style="list-style-type: none"> ➤ PHYSICAL ➤ REGULATORY ➤ SOCIAL  

	BUSINESS RETENTION
PHYSICAL REGULATORY SOCIAL	<ul style="list-style-type: none"> ➤ Historic overlay ➤ Maintenance Ordinance ➤ BID or TIF ➤ Streetscape ➤ Tap fees waiver ➤ Awning or façade grant ➤ Parking ➤ Ordinance (Sidewalk café, signs) ➤ Shoplifting alert ➤ Foot patrol  

	BUSINESS RETENTION
MATURE PROGRAM RECOMMENDATION	<ul style="list-style-type: none"> ➤ Meet with merchants to revise promotional program (sales, image and events). ➤ Work with committee to develop technical assistance activities based on new survey information. ➤ Meet with local lenders to brainstorm ways to meet financing needs of existing businesses. ➤ Use commercial assessment to identify ways to improve overall district.

GREENBERG DEVELOPMENT SERVICES	<p>VIRGINIA MAIN STREET ESSENTIALS 6. ATTRACTING NEW INVESTMENT: ESTABLISHING A RECRUITMENT AND DEVELOPMENT PROGRAM</p>  <p>Workshop speaker: Hilary Greenberg</p>
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	QUESTIONS ABOUT PRESENTATION
	<p>Greenberg Development Services</p> <p>Hilarygreenberg@hotmail.com</p> <p>704-366-1541</p>

	ATTRACTING NEW INVESTMENT
SESSION 6.	<ol style="list-style-type: none"> 1. PREREQUISITES 2. RECRUITMENT TOOLS 3. RECRUITMENT PROCESS <ul style="list-style-type: none"> - developer - tenant

	ATTRACTING NEW INVESTMENT
PREREQUISITES	<p>1. MUST HAVE A STRATEGIC PLAN</p> <ul style="list-style-type: none"> ➤ Market Niche Opportunities ➤ Leasing Issues and Constraints ➤ List Of Desired Businesses ➤ Catalyst Projects ➤ Conceptual Map

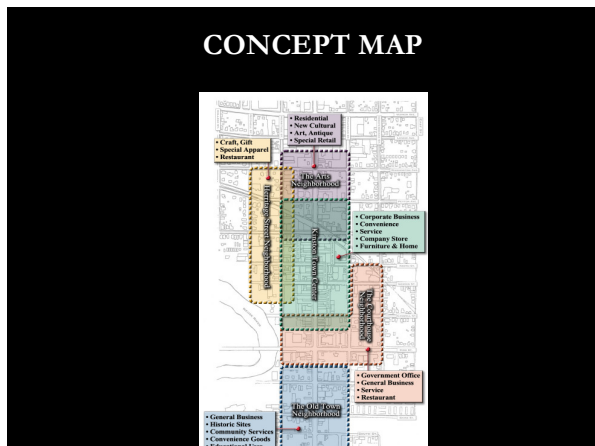
	ATTRACTING NEW INVESTMENT
USE INFORMATION FROM MARKET AND COMMERCIAL ASSESSMENT	<p>Eating and drinking</p> <ul style="list-style-type: none"> ▪ Regional restaurants ▪ Contemporary café ▪ Franchise snack, drink and take-out ▪ Music clubs ▪ Book store-café <p>Lifestyle</p> <ul style="list-style-type: none"> ▪ Exercise ▪ Recreation (camping, cycling) ▪ Hobby, art, Craft ▪ Art-related production 

	ATTRACTING NEW INVESTMENT
STRATEGIC PLAN Identify Tenant issues	<ul style="list-style-type: none"> ➤ Rental Space does not fit tenant needs ➤ Property owners want to rent “AS IS” ➤ Rental is not in move-in condition ➤ Property owner unwilling to wait for “better” tenant ➤ Rental price is unrealistic given projected upfit costs ➤ Space is in undesirable location ➤ Landlord will not maintain property

	ATTRACTING NEW INVESTMENT
STRATEGIC PLAN Identify real estate issues	<ul style="list-style-type: none"> ➤ After rehab value is less than cost to renovate. ➤ Commission are too low for realtors to focus on downtown property ➤ Property does not have curb appeal ➤ No financing is available or is available but at terms that make the project financially unfeasible ➤ There is a high degree of actual risk ➤ The property can't be acquired ➤ The scale is to big or to small to interest qualified developers ➤ The project is not revenue producing ➤ Area economic conditions are discouraging for development ➤ Other investments provide more attractive returns ➤ The cost of the project is greater than the end value of the development

	ATTRACTING NEW INVESTMENT
Strategic Plan: Types of uses	<ul style="list-style-type: none"> ▪ Destination, Complementary or Convenience uses ▪ Locally-owned, franchise, chain ▪ Start-up, expansion, relocation  

	ATTRACTING NEW INVESTMENT
STRATEGIC PLAN: CATALYST PROJECTS	<ul style="list-style-type: none"> ➤ Housing ➤ Mixed-use ➤ Lifestyle  <ul style="list-style-type: none"> ➤ Parks, river, recreation ➤ Farmers market ➤ Cultural, art, education, sports ➤ Train stations ➤ Company stores



	ATTRACTING NEW INVESTMENT
PREREQUISITE Carrots and Sticks to encourage support	2. MUST HAVE PROPERTY OWNER SUPPORT <ul style="list-style-type: none"> ➤ Financial incentives ➤ Leasing assistance ➤ Targeted public improvements ➤ Options, Easements, purchase ➤ Peer pressure ➤ Code enforcement ➤ Zoning

	ATTRACTING NEW INVESTMENT
Prerequisite Influence over type of tenant	TENANT LEASE <ul style="list-style-type: none"> ➤ Tenant upfit allowance ➤ Maintenance ➤ Marketing/advertising ➤ Facade or sign ➤ Review of proposed uses ➤ Hours of operation ➤ Participation in downtown events ➤ Employee parking

	ATTRACTING NEW INVESTMENT
RECRUITMENT TOOLS	<ul style="list-style-type: none"> ➤ Incentives ➤ Marketing material ➤ Referrals and networking

	ATTRACTING NEW INVESTMENT
FINANCIAL INCENTIVES <ul style="list-style-type: none"> ➤ Loan Pool ➤ Loan packaging ➤ Tax credits ➤ Grants 	
TECHNICAL INCENTIVES <ul style="list-style-type: none"> ➤ Code ombudsman ➤ Design assistance ➤ Parking 	

	ATTRACTING NEW INVESTMENT
MARKETING MATERIAL	
PRINT <ul style="list-style-type: none"> ➤ Fact sheets ➤ Bounce back card ➤ Ads ➤ Web site ➤ Folder, brochure 	
OTHER <ul style="list-style-type: none"> ➤ Signs ➤ Banners ➤ Billboard ➤ Special events 	

MARKETING MATERIAL

source: Wisconsin Main Street

**MILWAUKEE - LINCOLN VILLAGE
SPACE FOR LEASE**



1301 WEST LINCOLN AVENUE

Available Space: The historic building offers 10,000 sq. ft. of space. The building is located at the corner of Main Street and Lincoln Avenue in Lincoln Village, WI. The building is 12 years old. Landlord is willing to custom the layout and include the owner to suit.

Lease: 20 year lease or 10 year lease with 10% rent increase every 5 years.

Demographics:

Age Group	Male	Female	Total
18-24	12.5%	13.5%	13.0%
25-34	18.5%	19.5%	19.0%
35-44	22.5%	23.5%	23.0%
45-54	20.5%	21.5%	21.0%
55-64	15.5%	16.5%	16.0%
65+	10.5%	11.5%	11.0%

Traffic Counts:

Direction	Peak	Off-Peak	Annual
Northbound	1,200	800	100,000
Southbound	1,100	750	95,000

Site Photos & History:

Joe Hirsch, Owner
1301 West Lincoln Avenue
Milwaukee, WI 53211
414.526.1234
johirsch@mainstreet.com

Lincoln Village Business Assoc.
1301 West Lincoln Ave.
Milwaukee, WI 53211
414.526.1234
lincolnvillage@mainstreet.com

MARKETING MATERIAL

source: Wisconsin Main Street

DOWNTOWN MILWAUKEE

WEST SIDE, WEST CORNER
Downtown West Side Development
100 N. State Street, Suite 1000
Milwaukee, WI 53202
Phone: 414.224.1234 Fax: 414.224.1235
www.downtownmilwaukee.com

Available Space: 10,000 sq. ft. of space. The building is located at the corner of Main Street and Lincoln Avenue in Lincoln Village, WI. The building is 12 years old. Landlord is willing to custom the layout and include the owner to suit.

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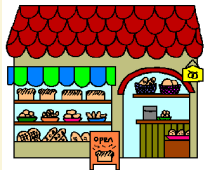
	ATTRACTING NEW INVESTMENT
MARKETING BUSINESSES	<ul style="list-style-type: none"> ➤ Coffees ➤ Newsletter
PROPERTY OWNERS	<ul style="list-style-type: none"> ➤ E-mail ➤ Personal visit
POTENTIAL INVESTORS/ PROSPECTS	<ul style="list-style-type: none"> ➤ Open house tours ➤ Newsletter ➤ Web site


	ATTRACTING NEW INVESTMENT
REFERRAL NETWORK	<ul style="list-style-type: none"> ➤ Hold information meetings with key individuals in the business, real estate, financial and govt. sectors. ➤ Develop procedure for referring potential leads. ➤ Distribute information gathered through network regularly via email. ➤ Finders Fee for referrals?

	ATTRACTING NEW INVESTMENT
RECRUITING A DEVELOPER OR INVESTOR	<ul style="list-style-type: none"> ➤ Use PO agreements and strategic plan to identify potential sites to market to developer ➤ Prepare feasibility assessments to determine risks, issues and potential revenue ➤ Work with owner to develop marketing package that includes financing, development plan and potential tenant list ➤ Work with lenders, Govt. to develop incentives to attract investment ➤ Evaluate potential for charitable donation, CID or local LLC to purchase ➤ Develop marketing plan (website, commission, trade show)

	ATTRACTING NEW INVESTMENT
	<p>RETAIL RECRUITMENT PROCESS</p> <ul style="list-style-type: none"> ➤ Establish a working committee ➤ Find prospects ➤ Prioritize leads and locations ➤ Contact prospect ➤ Close the sale

	ATTRACTING NEW INVESTMENT
<p>LOCAL BUSINESSES: EXPANSION OR RELOCATION</p> <p>TIP: ASK CIVIC CLUBS TO HELP</p>	<p>WHERE ARE THEY?</p> <ul style="list-style-type: none"> ➤ Field work ➤ Referrals ➤ Realtors ➤ Local residents ➤ Interviews ➤ Sales reps 

	ATTRACTING NEW INVESTMENT
<p>TYPES OF PROSPECTS</p>	<ul style="list-style-type: none"> > Expansion > Local business in region > Start-up businesses > Chains and franchises 


	ATTRACTING NEW INVESTMENT
<p>START-UPS LEADS</p>	<p>WHERE ARE THEY?</p> <ul style="list-style-type: none"> ➤ Word of mouth ➤ Trade shows ➤ Business schools ➤ City permits ➤ Referrals > SBDC 

	ATTRACTING NEW INVESTMENT
<p>CHAINS FRANCHISES</p>	<p>WHERE ARE THEY?</p> <ul style="list-style-type: none"> ➤ Realtors ➤ Trade shows (ICSC) ➤ Leasing agents ➤ Retail lease trac)

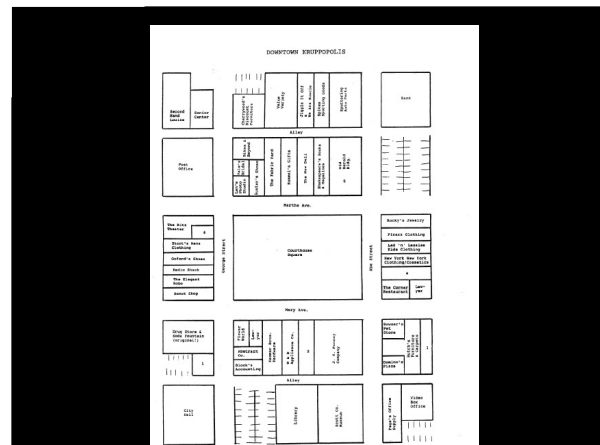
	ATTRACTING NEW INVESTMENT
<p>Evaluate prospects</p>	<p>MATCH PROSPECTS TO SITES</p> <ul style="list-style-type: none"> ➤ Property owner agreement ➤ Business type compatibility ➤ Proximity to traffic ➤ Size of space ➤ Parking ➤ Loading access ➤ Upfit needs ➤ Rent/own

	ATTRACTING NEW INVESTMENT
<p>EVALUATE PROSPECTS</p> <p>Map source: CLUE GROUP</p>	

	ATTRACTING NEW INVESTMENT
EVALUATE PROSPECT	STRENGTH OF BUSINESS <ul style="list-style-type: none"> ➤ Sales help ➤ Displays ➤ Dunn and Bradstreet ➤ Newspaper ➤ Lease constraints ➤ Target customer


	ATTRACTING NEW INVESTMENT
CONTACTING THE PROSPECT	<ul style="list-style-type: none"> ➤ Direct mail ➤ Brokers ➤ Web-site ➤ Referral ➤ Site visits 

	ATTRACTING NEW INVESTMENT
CONTACTING THE PROSPECT TIP: PERSONAL APPEAL WORKS BEST	<ul style="list-style-type: none"> ➤ Practice on other Main Street Towns ➤ Do recon visit before meeting ➤ Set up meeting for prospect to talk to local business owners and lenders ➤ Ask for a referral ➤ Periodic follow-up



	EXAMPLE
RESTAURANTS ENTERTAINMENT	<ol style="list-style-type: none"> 1. Appoint a team/committee 2. Do your homework <ul style="list-style-type: none"> ▪ Market demand ▪ Available sites ▪ Owner/realtor support 3. Incentives <ul style="list-style-type: none"> ▪ Valet ordinance ▪ Waive license fee ▪ Waive sewer tap fee ▪ Pre-recruitment inspection ▪ Facade grant ▪ Restaurant equipment loan

	EXAMPLE
RESTAURANTS ENTERTAINMENT	<ol style="list-style-type: none"> 4. Referral Network <ul style="list-style-type: none"> ▪ Mall Manager ▪ SBDC ▪ Chamber ▪ EDC ▪ Local Realtor Association ▪ Existing Businesses 5. Leads <ul style="list-style-type: none"> ▪ Advertise in paper and trade newsletter ▪ Contact state culinary schools ▪ Ask local residents ▪ Field trips

	EXAMPLE
RESTAURANT & ENTERTAINMENT	<ol style="list-style-type: none"> 6. Contact <ul style="list-style-type: none"> ▪ Local realtor ▪ Mail ▪ Personal visit ▪ Web site 7. Follow up <ul style="list-style-type: none"> ▪ Site visit ▪ Maintain contact 

	LESSONS TO BE LEARNED
	<ul style="list-style-type: none"> ➤ Recruitment takes time ➤ High standards ➤ Collaboration ➤ Realistic work plan ➤ Commitment to make it work

	OVERVIEW
MORNING	<ol style="list-style-type: none"> 1. Getting Started: What does an ER Committee actual do? 2. Do you know your market: Understanding changing market conditions. 3. How Great is your Downtown: Taking stock of what you have.

	OVERVIEW
AFTERNOON	<ol style="list-style-type: none"> 4. Do you know where you are going: How to create a strategic plan. 5. Strengthen what you've got: Establishing a business retention program. 6. Attracting new investment: Establishing a Business recruitment and redevelopment effort.